

D2.15/2.14/25

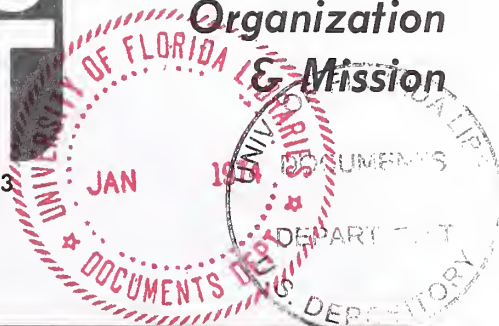
✓



COMMANDERS DIGEST

VOL. 14, NO. 25/DECEMBER 20, 1973

DoD
Organization
& Mission



Current Organization Of The Defense Dept.

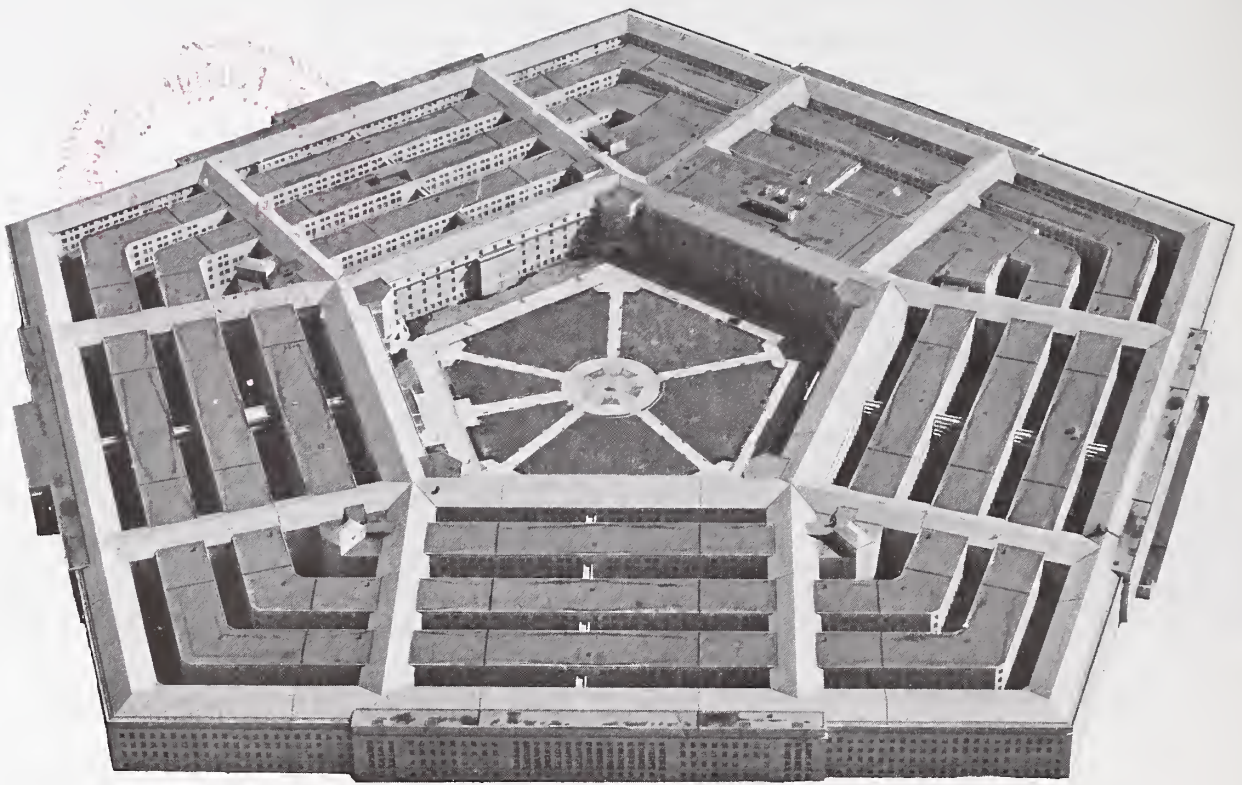
Page 2



DoD: Our National Military Establishment

Page 7





The Pentagon—world's largest office building—is the hub of Defense Department activities.

Past and Present

Organization of the Department of Defense

The first organization of America's defenses was established by the Congress in 1789 under the War Department, and, in 1798, Congress established the Navy Department. This organization proved to be adequate throughout the 19th Century and the early decades of the 20th. Service responsibilities, roles and missions were usually distinct and separate. The War Department was primarily concerned with assisting the westward march of the rapidly growing United States; the Navy Department was responsible for insuring the freedom of the seas

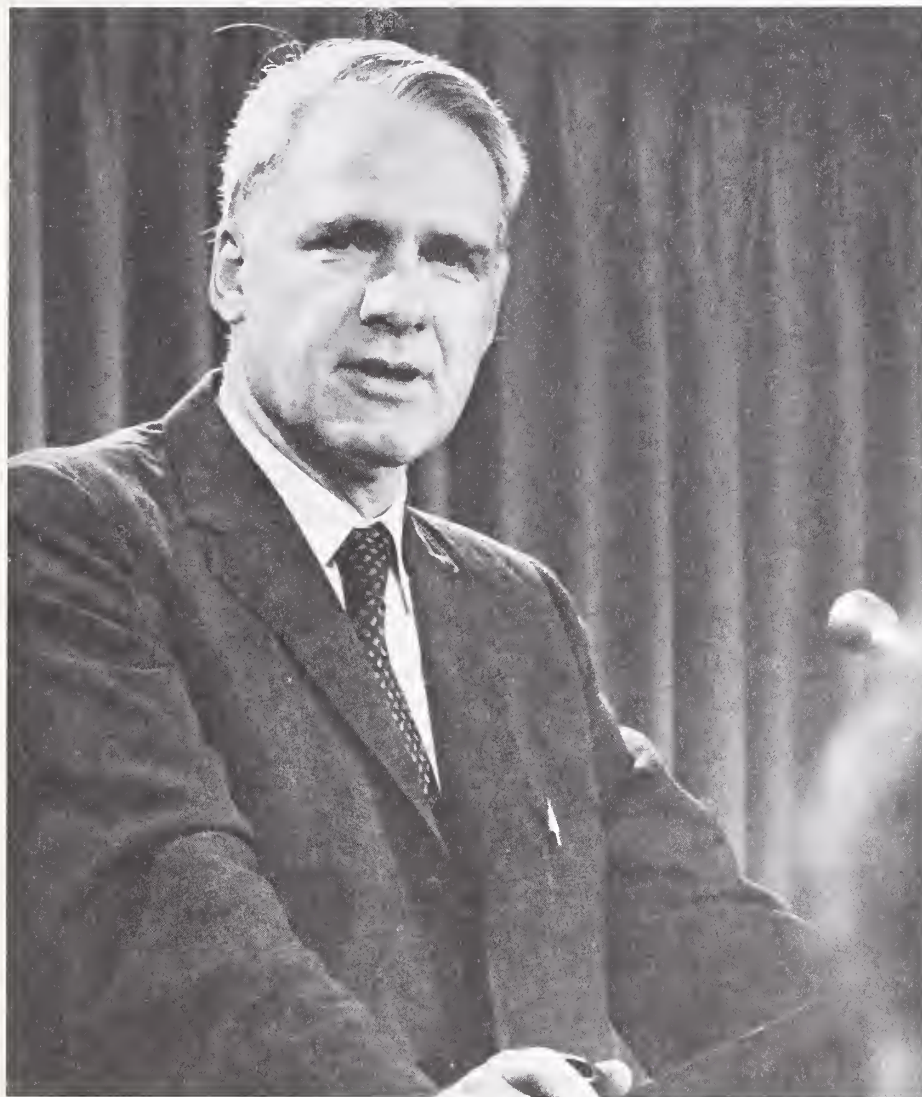
for American shipping and protecting American coastal waters.

World War II

Although those early defense establishments were able to cope with expanding roles and operations, the adequacy of separate organization and command came to an end with World War II. Both the complexity of the art of warfare in the mid-20th Century and the vast problems presented by fighting a war on a global scale required the Army and Navy to plan together and to operate together

in far-flung combat theaters. Also, military aircraft had grown into a formidable weapon, adding a third dimension to warfare.

As American military operations in World War II expanded to North Africa and Europe on one side of the world and to the far-reaches of the Pacific on the other, President Franklin D. Roosevelt established, in 1942, a strategic planning body called the Joint Chiefs of Staff. Admiral William D. Leahy, USN, the Chief of Staff to the President; Army Chief of Staff General George C. Marshall; Chief of Naval Operations Admiral



DoD Photo

DEFENSE SECRETARY—James R. Schlesinger, Secretary of Defense, addresses members of the Pentagon press corps. Mr. Schlesinger is the 12th Secretary of Defense since James V. Forrestal first took the oath of office in September 1947.

Force to form a third Military Department, and confirmed the continuance of the Joint Chiefs of Staff.

When the President signed this newly enacted legislation into law, the Army, Navy (including the Marine Corps) and the Air Force were directed to train, supply, administer and support their respective forces for land, sea and air operations. Responsibility for operational direction of combat forces around the world was shifted from the individual Services to unified and specified commanders who reported directly to the Secretary of Defense through the Joint Chiefs of Staff.

More organizational changes in the Department of Defense, which was established by the 1949 Amendments to the National Security Act, were made by the Congress in the 1950s, after receiving recommendations from President Dwight D. Eisenhower.

The Secretary of Defense was given greater managerial flexibility in 1953. The President made it clear that no function in the Department of Defense was to be carried out independently of the Secretary of Defense and that the Secretaries of the Army, Navy and Air Force were to be his principal operating man-

Ernest J. King, and Army Air Corps General Henry H. Arnold became the first members of this distinguished group. Also, an overall commander of U.S. land, sea and air forces was assigned to each of the major war theaters to increase combat effectiveness.

The Joint Chiefs of Staff combined their experience and knowledge of land, sea and air warfare to develop strategic plans and to advise the President on the conduct of the war. The commanders of the joint forces in the European and Pacific combat theaters translated the strategic plans and the President's decisions into action. Joint planning and operations contributed greatly to the final Allied victories.

Postwar Changes

World War II experiences and the emergence of the United States as a leader in the postwar world showed a need for basic changes in the organization of America's defense structure. Army ground forces, the Navy and the emergent Army Air Forces could not operate independent of each other.

To resolve this situation and to insure that combatant forces would be employed under unified strategic direction, the National Security Act of 1947 was enacted by the Congress after two years of study and debate. It established a National Military Establishment with a Secretary of Defense, established the Air



Vol. 14, No. 25, Dec. 20, 1973

A publication of the Department of Defense to provide official and professional information to commanders and key personnel on matters related to Defense policies, programs and interests, and to create better understanding and teamwork within the Department of Defense.

Published weekly by the American Forces Press Service, 1117 N. 19th St., Arlington, Va. 22209, a unified activity of the Office of Information for the Armed Forces, OASD (M&RA). Reproduction of content is authorized.

Telephone: (202) OXford 4-4912
Autovon 224-4912

DEPUTY SECRETARY—William P. Clements Jr., Deputy Secretary of Defense, discusses a key issue during a Pentagon press conference. Seated to the right of Secretary Clements are Jerry W. Friedheim, Assistant Secretary of Defense (Public Affairs) and Air Force Lt. Gen. Daniel "Chappie" James Jr., Principal Deputy Assistant Secretary of Defense (Public Affairs).



DoD Photo

agers for the management and direction of U.S. Armed Forces.

Current Organization

The Department of Defense Reorganization Act of 1958 further increased the Secretary of Defense's authority, particularly in the operational direction of the unified and specified commands.

The 1958 legislation:

- Further clarified the authority of the Secretary of Defense over the Military Department;
- Provide specific procedures for reassigning Department of Defense functions;
- Continue the separate Military Departments and the ban against the setting up of a single chief of staff or an overall Armed Forces general staff;
- Streamlined command channels by providing "a clear and

direct line of command from the President to the Secretary of Defense, through the Joint Chiefs of Staff to the unified and specified commands"; and

- Gave the commander of a unified and specified command full operational command over his assigned forces.

(For further information concerning the organization and functions of the Joint Chiefs of Staff, and the unified and specified commands, see issues of the

Commanders Digest dated June 14, 1973, and June 28, 1973, respectively.)

Positions Vacant

The two positions of Assistant Secretary of Defense (Health and Environment) and Assistant Secretary of Defense (Telecommunications) are currently vacant. Mr. David L. Solomon is presently the acting Assistant Secretary of Defense (Telecommunications).

The Secretaries of Defense — Past and Present

JAMES V. FORRESTAL, Secretary of the Navy from May, 1944, until he took the oath of office September 17, 1947, as the first Secretary of Defense, served as head of the new National Military Establishment until March 27, 1949.

LOUIS JOHNSON, a former Assistant Secretary of the Army, was sworn in as Secretary of Defense on March 28, 1949, and served until September 19, 1950.

GEORGE CATLETT MARSHALL, General of the Army, World War II Chief of Staff of the Army, former Secretary of State, and president of the National Red Cross, was sworn in as Secretary of Defense on September 21, 1950, and served until his retirement on September 12, 1951.

ROBERT A. LOVETT, Under Secretary of State and Deputy Secretary of Defense under General Marshall, succeeded the general as Secretary of Defense on September 17, 1951, serving until January 20, 1953.

CHARLES E. WILSON, president of General Motors Corporation, was sworn in as Secretary of Defense on January 28, 1953, and served until October 8, 1957.

NEIL H. McELROY, president of Proctor and Gamble Company, was sworn in on October 9, 1957. He resigned December 1, 1959.

THOMAS S. GATES JR., former Secretary of the Navy and Deputy Secretary of Defense, was sworn in on December 2, 1959, and served until January 20, 1961.

ROBERT S. McNAMARA, president of Ford Motor Company, was sworn in January 21, 1961, and served as Secretary of Defense until February 29, 1968.

CLARK M. CLIFFORD, a member of the Clifford-Miller law firm, was sworn in as Secretary of Defense on March 1, 1968, and served until January 20, 1969.

MELVIN R. LAIRD, a member of U.S. House of Representatives, representing the Seventh District of Wisconsin, was sworn in as Secretary of Defense on January 22, 1969, and served until January 29, 1973.

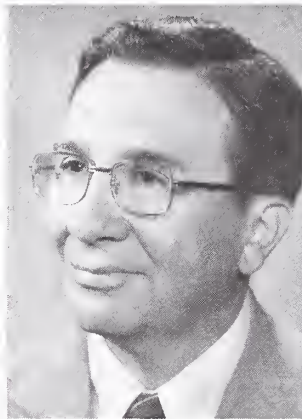
ELLIOT L. RICHARDSON, former Lieutenant Governor of Massachusetts, Under Secretary of State, and Secretary of Health, Education and Welfare, was sworn in January 30, 1973 as Secretary of Defense and served until May 24, 1973.

JAMES R. SCHLESINGER, former Chairman of the Atomic Energy Commission and Director of the Central Intelligence Agency, was sworn in July 2, 1973, as Secretary of Defense. He is currently serving in that capacity.

Assistant Secretaries, Directors



Dr. Malcolm R. Currie,
Director of Defense Re-
search and Engineering.



Arthur I. Mendolia,
Assistant Secretary of
Defense (Installations
and Logistics).



John O. Marsh Jr., Assistant Secretary of
Defense (Legislative Affairs).



Terence E. McClary, Assistant
Secretary of Defense
(Comptroller).

Robert C. Hill, Assistant
Secretary of Defense (Inter-
national Security Affairs).
(Below)



Leonard Sullivan Jr., Direc-
tor, Defense Program
Analysis and Evaluation.
(Below)



Jerry W. Friedheim, Assist-
ant Secretary of Defense
(Public Affairs).



J. Fred Buzhardt, General
Counsel of the Department of
Defense.

Dr. Albert C. Hall, Assist-
ant Secretary of Defense
(Intelligence). (Below)



Donald R. Cotter, Assistant
to the Secretary Atomic
Energy. (Below)



William K. Brehm, Assistant
Secretary of Defense (Man-
power and Reserve Affairs).

Understanding Department of Defense Structure

The President of the United States, as the Chief of State and Commander in Chief of the U.S. Armed Forces, is the head of the structure for the total security of this Nation.

The principal agencies established to assist the President in providing for national security are the National Security Council and the Department of Defense.

Under the direction of the President, the Secretary of Defense has direction, authority and control over the entire Department of Defense. Within the Department are the Office of the Secretary of Defense, the Organization of the Joint Chiefs of Staff, Defense agencies, unified and specified commands, and the three Military Departments: Army, Navy and Air Force.

The Office of the Secretary of Defense includes two Deputy Secretaries of Defense. One of these two positions is held by William P. Clements Jr., the second remains vacant.

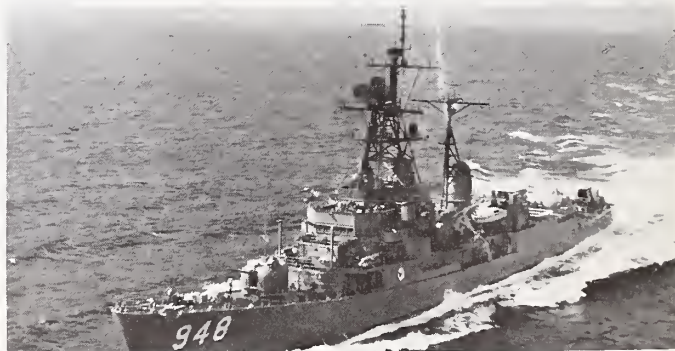
The positions of the Director of Defense Research and Engineering and the General Counsel are specifically provided for by law. The law also makes provisions for a number of positions as assistant secretaries of Defense but does not specify their titles. These positions are filled by the Assistant Secretaries of Defense for Comptroller, Installations and Logistics, International Security Affairs, Manpower and Reserve Affairs, Telecommunications, Health and Environment, Intelligence, Public Affairs, and Legislative Affairs.

The specialized functions of systems analysis are carried out under the Director, Defense Program Analysis and

Evaluation, while atomic energy functions are discharged by an assistant to the Secretary of Defense.

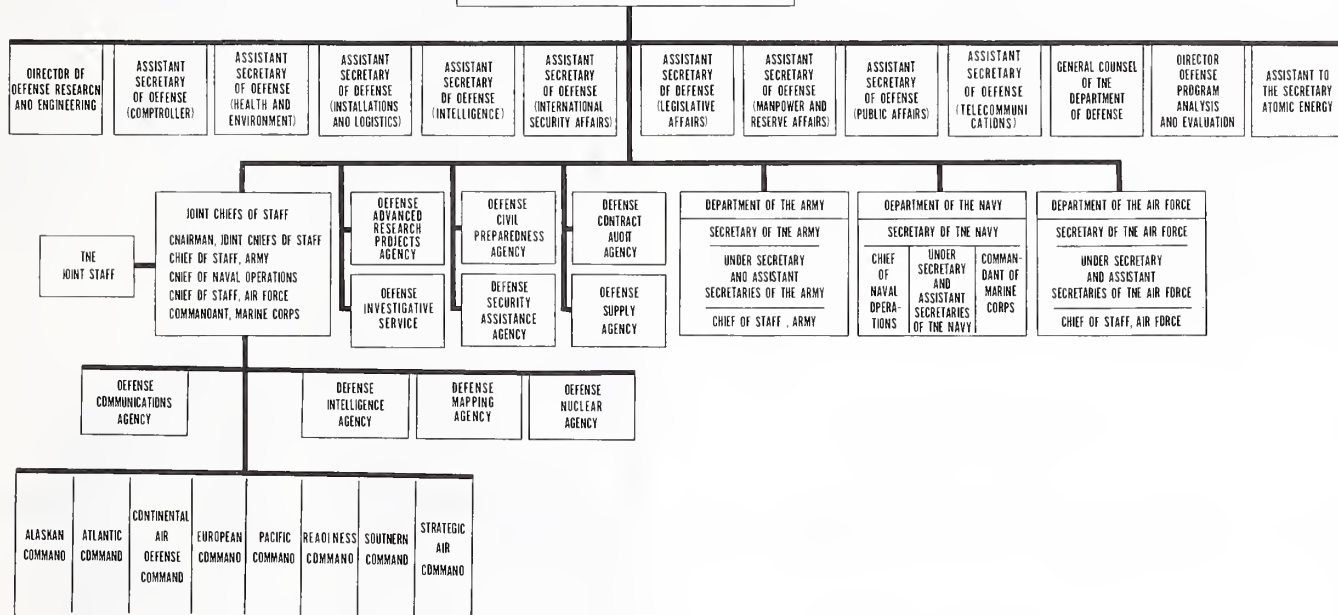
Also, there are two separate channels of authority emanating from the Secretary of Defense—one extends to the Secretaries of the Military Departments and the other through the Joint Chiefs of Staffs to the unified and specified commands.

The Secretaries of the Military Departments are responsible to the Secretary of Defense for the operation and efficiency of the Army, Navy and Air Force. Therefore, the Chiefs of Staff of the Army and Air Force, and the Chief of Naval Operations do not directly command the combatant forces of their respective Services. The three Military Departments organize, equip, train, administer and support forces for the prosecution of war.



The Defense Department includes the four Armed Forces—Army, Navy, Air Force and Marines.

ARMED FORCES POLICY COUNCIL	SECRETARY OF DEFENSE DEPUTY SECRETARY OF DEFENSE
--------------------------------	---



On September 17, 1947, James V. Forrestal took the oath of office as the first Secretary of Defense. The following day the National Military Establishment came into being. It was renamed the Department of Defense two years later.

The new organization grew out of a two-year debate, which was concluded with the enactment of the National Security Act of 1947, approved by the President on July 26, 1947. This legislation established a Secretary of Defense, who was to be primarily a coordinator, developing general policies for three Executive Departments—the Army, the Navy, and the Air Force. To assist the Secretary of Defense in carrying out his responsibilities, the legislation authorized three Special Assistants and continued within the National Military Establishment three well-established agencies—the Joint Chiefs of Staff, the Munitions Board, and the Research and Development Board.

insufficient for the task confronting him and early in 1949 recommended substantial changes, many of which were incorporated in the 1949 Amendments to the National Security Act, approved on August 10, 1949.

The 1949 Amendments stressed that the Secretary of Defense was to be the principal assistant to the President in all matters relating to the Department of Defense, and the Army, Navy and Air Force lost their status as executive departments and became military departments within the single, executive Department of Defense. The 1949 Amendments also authorized additional staff assistants for the Secretary of Defense—a Deputy Secretary, three assistant secretaries in lieu of the three special assistants, and a Chairman of the Joint Chiefs of Staff. The size of the Joint Staff was increased from 100 to 210 officers. A new Title IV was added to the Act, providing for uniform budgetary and fiscal procedures throughout the Defense establishment.

In September 1950, the President named General of the Army George C. Marshall, Army Chief of Staff in World War II and later Secretary of State, to direct the Defense affairs during the Korean war. At the end of the year which General Marshall had agreed to serve, he was succeeded by Deputy Secretary of Defense Robert A. Lovett, who had been Assistant Secretary of War for Air during World War II and Under Secretary to General Marshall at the Department of State.

The organization of the Armed Forces was again reviewed in the spring of 1953 after President Eisenhower had taken office. On April 30, 1953, the President transmitted to the Congress Reorganization Plan No. 6 of 1953, which was based on the recommendations of Secretary Charles E. Wilson and the Rockefeller Committee. This plan, which became effective on June 30, 1953, gave greater management flexibility to the Secretary of Defense. The President's message accompanying the plan made it clear that no function in the Department was to be carried out independent of the

authority of the Secretary of Defense and that the Secretaries of the Military Departments were to be—in addition to being the heads of their departments—the principal agents of the Secretary of Defense for the management and direction of the Defense establishment. Statutory boards and positions in the Office of the Secretary of Defense were abolished and their functions were transferred to the Secretary of Defense. Six additional assistant secretaries, for a total of nine such positions, and a General Counsel were authorized, and the Chairman of the Joint Chiefs of Staff was given greater authority in managing the Joint Staff.

Further organizational changes in the Department of Defense were recommended by President Eisenhower in a special message to the Congress on April 3, 1958, after a review of the existing organization by Secretary Neil H. McElroy. The Department of Defense Reorganization Act of 1958, which was approved on August 6, 1958, embodied most of these recommendations. The new legislation increased still further

Defense Department Agency Directors

Reporting directly to the
Secretary of Defense



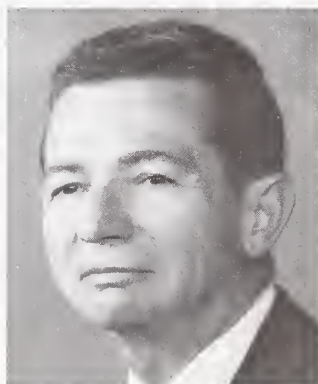
VADM Ray Peet, USN
Director,
Defense Security Assistance
Agency



John E. Davis
Director,
Defense Civil Preparedness
Agency



Brig. Gen. J. J. Cappucci,
USAF
Director,
Defense Investigative Service



Bernard B. Lynn
Director,
Defense Contract Audit
Agency



Dr. Stephen J. Lukasik
Director,
Defense Advanced Research
Projects Agency



Lt. Gen. W. H. Robinson Jr.,
USMC
Director,
Defense Supply Agency

the responsibilities of the Secretary of Defense, particularly in the operational direction of the Armed Forces and in the research and development field.

A new chain of command was established, running directly from the President and the Secretary of Defense to the unified and specified commanders who were given "full operational command" over the forces assigned to them. However, by Secretarial delegation, the Joint Chiefs of Staff were authorized to exercise operational direction over the unified and specified commands. This change abolished the former system under which orders went to the Military Departments, acting as executive agencies, before reaching the unified and specified commands. At the same time, authority was granted to expand the Joint Staff from 210 to 400 officers, and the Joint Staff itself was reorganized to align it more closely with the staffs of the unified and specified commands and the Military Departments.

In recognition of the increasing importance of research and development activities, the 1958 Act established the position of Director of Defense Research and Engineering. The new director was charged not only with being the principal adviser to the Secretary of Defense in all scientific and tech-

nological matters but also with supervising all research and engineering activities in the Department of Defense and directing and controlling those activities that in the opinion of the Secretary of Defense required centralized direction. Simultaneously, the number of assistant secretaries was reduced from nine to seven in the Office of the Secretary of Defense and from four to three in the Military Departments.

Better policy coordination was achieved by the weekly meetings of Secretary of Defense Thomas S. Gates Jr., with the Joint Chiefs of Staff. A Defense Communications Agency was established in 1960 to obtain maximum economy and efficiency in the telecommunications field.

Starting in 1961, Secretary of Defense Robert S. McNamara used the powers granted by the 1958 Reorganization Act to achieve increased unification.

In 1961, the functions of the Assistant Secretaries (Supply and Logistics) and (Properties and Installations) were combined and assigned to an Assistant Secretary (Installations and Logistics) and those of the Assistant Secretary (Health and Medical) were transferred to the Assistant Secretary (Manpower). The two vacated assistant secretary positions

Deputy Secretaries of Defense — Past and Present

STEPHEN T. EARLY served as Under Secretary of Defense from May 2, 1949, until August 9, 1949, when that position was abolished. He continued to serve as Deputy Secretary, from August 10, 1949, to September 30, 1950.

ROBERT A. LOVETT, Deputy Secretary from October 4, 1950, to September 16, 1951, had previously served during World War II, as Assistant Secretary of War for Air from April 1941 to December 1945.

WILLIAM C. FOSTER served as Deputy Secretary from September 24, 1951, to January 20, 1953. During World War II, he had served as Under Secretary of War for Procurement for the Army Air Forces.

ROGER M. KYES, Deputy Secretary from February 2, 1953, to May 1, 1954, prior to his appointment had been an official with General Motors Corporation since 1948.

ROBERT B. ANDERSON served as Secretary of the Navy from February 4, 1953, until he was sworn in as Deputy Secretary on May 3, 1954. He served until August 4, 1955.

REUBEN B. ROBERTSON JR., Deputy Secretary from August 5, 1955, to April 25, 1957, had previously served as Vice Chairman of the Committee on Business Organization of the Department of Defense (Task Force of the Hoover Commission).

DONALD A. QUARLES, Deputy Secretary from May 1, 1957, to his death on May 8, 1959, had previously served as Assistant Secretary of Defense (Research and Development) from September 1, 1953, to August 14, 1955, and as Secretary of the Air Force from August 15, 1955, to April 30, 1957.

THOMAS S. GATES JR., Deputy Secretary from June 8,

1959, to December 1, 1959, was Secretary of the Navy from April 1, 1957, to June 7, 1959, and Under Secretary of the Navy from October 7, 1953, to March 31, 1957.

JAMES H. DOUGLAS JR., Deputy Secretary from December 11, 1959, to January 20, 1961, was Secretary of the Air Force from May 1, 1957, to December 10, 1959, and Under Secretary of the Air Force from March 3, 1953, to April 30, 1957.

ROSWELL L. GILPATRIC served as Under Secretary of the Air Force from October 29, 1951, to February 5, 1953; Assistant Secretary of the Air Force from May 25, 1951, to October 29, 1951; and Deputy Secretary of Defense from January 24, 1961, to January 20, 1964.

CYRUS R. VANCE, former Secretary of the Army, was sworn in on January 28, 1964, succeeding Mr. Gilpatric. He served until June 30, 1967.

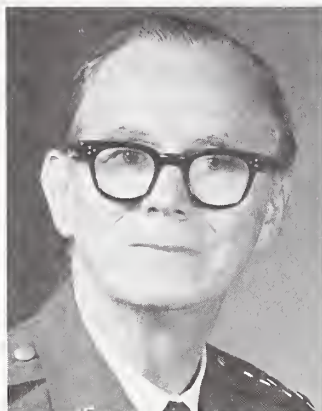
PAUL R. NITZE, former Secretary of the Navy, was sworn in on July 1, 1967, to succeed Mr. Vance. He served until January 20, 1969.

DAVID PACKARD, formerly chairman of the board and chief executive officer of the Hewlett-Packard Company of Palo Alto, California, was sworn in on January 24, 1969, succeeding Mr. Nitze. He served until December 13, 1971.

KENNETH RUSH, former U.S. Ambassador to the Federal Republic of Germany and currently Under Secretary of State was sworn in on February 23, 1972, succeeding Mr. Packard. He served until January 29, 1973.

WILLIAM P. CLEMENTS JR., former member of the Blue Ribbon Defense Panel and president of SEDCO, Inc., was sworn in on January 30, 1973, succeeding Mr. Rush as Deputy Secretary.

Defense Department Agency Directors



**Lt. Gen. G. T. Gould Jr.,
USAF
Director,
Defense Communications
Agency**



**VADM V. P. dePoix, USN
Director,
Defense Intelligence Agency**



**Lt. Gen. H. W. Penney,
USA
Director,
Defense Mapping Agency**



**Lt. Gen. W. D. Johnson,
USAF
Director,
Defense Nuclear Agency**

were assigned to the Assistant Secretary (Civil Defense) and to the Deputy Director, Defense Research and Engineering. When the Office of Civil Defense was transferred in 1964 to the Office of the Secretary of the Army, the assistant secretary position was assigned to the new Assistant Secretary (Administration). In 1965, the Systems Analysis Office was given assistant secretary rank with the transfer of the assistant secretary position held by the Deputy Director, Defense Research and Engineering.

Simultaneously, the organization of the military departments

was adjusted functionally to parallel the Office of the Secretary of Defense. An additional position of Assistant Secretary (Manpower and Reserve Affairs) was authorized in 1967 by the Congress for each of the military departments.

In 1961, the U.S. Strike Command was formed at MacDill Air Force Base, Florida, to bring under joint command the combat-ready forces of the U.S. Strategic Army Corps and the Air Force's Tactical Air Command. In that year also, the Defense Intelligence Agency was created to assume responsibility for various intelligence functions previously assigned

DoD Military Department Secretaries



**Howard H. Callaway,
Secretary of the Army**



**John W. Warner,
Secretary of the Navy**



**John L. McLucas,
Secretary of the Air Force**

to the Military Departments. A National Military Command Center became operational in 1962.

To achieve better use of resources a new Planning-Programming-Budgeting System (PPBS) was initiated in 1961, including a five-year forecast of forces and costs and supplemented by systems analysis or "cost effectiveness" studies. Common support activities were centralized with the establishment of the Defense Supply Agency in 1961 and the Defense Contract Audit Agency in 1965.

In 1969, Secretary Melvin R. Laird revised management procedures to link planning and budgeting more closely, to insure wider participation in decision-making, and to broaden the delegation of authority under specific guidance. The Defense Systems Acquisition Review Council was established in May 1969 to advise the Secretary of Defense at the critical decision points in the development and procurement of new weapon systems. The primary responsibility of the Military Departments for executing these programs was reemphasized, and the authority of the project managers for each major system was strengthened.

Congressional authorization in November 1969 for an eighth Assistant Secretary of Defense to manage health affairs was implemented with the establishment of the Office of the Assistant Secretary of Defense (Health and Environment). A ninth Assistant Secretary was authorized in December 1971 and assigned to the field of telecommunications. The Office of Assistant Secretary of Defense (Administration) was dis-

established in November 1971 and that position was utilized for the new Assistant Secretary of Defense (Intelligence). A second Deputy Secretary of Defense was authorized in October 1972.

The Defense Agency concept was substantially expanded in 1971 and 1972 with the establishment of the Defense Mapping Agency to consolidate most mapping, charting, and geodetic activities of the Military Services; the Defense Investigative Service to exercise centralized control over personnel security investigations; the Defense Security Assistance Agency to supervise the administration and execution of the Military Assistance and Military Sales Programs; the Defense Advanced Research Projects Agency to conduct basic and applied research and development for selected advanced projects; and the Defense Civil Preparedness Agency, the successor of the Army's Office of Civil Defense.

The U.S. Strike Command was disestablished at the close of 1971 and its areas of geographic responsibility were assigned to other unified commands; a new U.S. Readiness Command was constituted, also at MacDill Air Force Base, responsible for providing the general reserve of combat-ready forces to reinforce the other unified commands.

Many of these changes reflected the July 1970 recommendations of the Blue Ribbon Defense Panel, appointed by the President and the Secretary of Defense to undertake an overall review and evaluation of the organization and management of the Department of Defense.



DoD Photo by Frank E. Hall

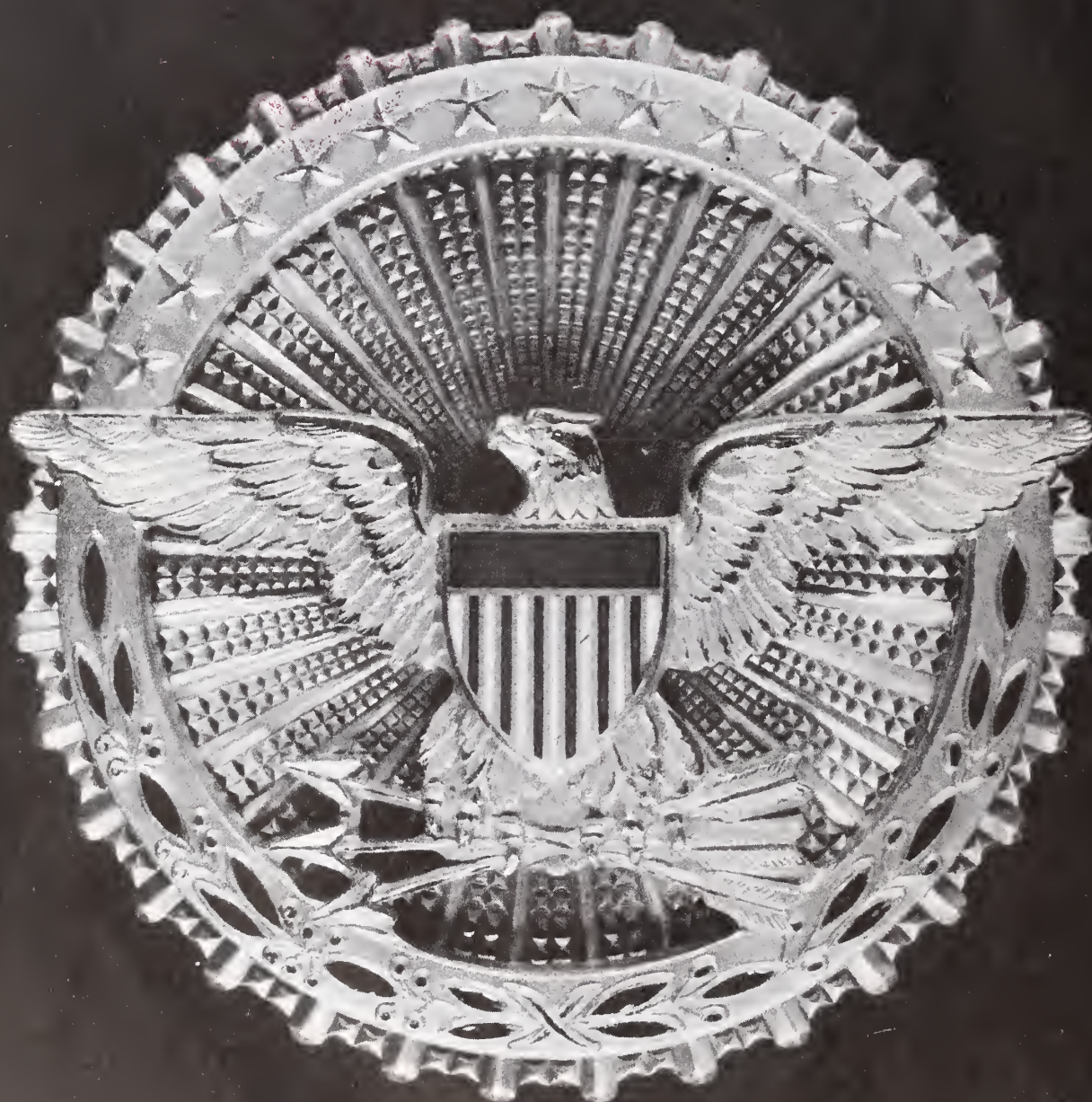
Members of the Joint Chiefs of Staff—Gen. George S. Brown, Chief of Staff, U.S. Air Force; Adm. Elmo R. Zumwalt Jr., Chief of Naval Operations; Adm. Thomas H. Moorer, Chairman, Joint Chiefs of Staff; Gen. Creighton W. Abrams, Chief of Staff, U.S. Army; and Gen. Robert E. Cushman Jr., Commandant, U.S. Marine Corps.

FLARE

UNIVERSITY OF FLORIDA



3 1262 09684 2892



For sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.
Subscription Price: \$4.50 domestic per year; \$1.25 additional for foreign mailing; 10 cents per single copy.
☆ U.S. GOVERNMENT PRINTING OFFICE 541/433/Z-29